

Proposed Reforms and their status

Develop a team committed to expedited project delivery

Reform I: Ensure efficiency and accuracy through strong management direction

Developing a strategic plan that will serve as a roadmap for WSDOT. It will identify specific outcome measures and leading indicators to support each of the agency's goals.

Progress: Recently finalized our vision, mission, values and goals providing the framework for the agency's new strategic plan. We are currently identifying outcome measures and leading indicators to support each of the agency's goals that will be incorporated into our implementation plans to ensure focus and alignment throughout the organization.

Reform II: Reward innovation in cost effective design and construction management

Evaluating options for rewarding innovation in design and construction incentives; developing a contractual approach to allow alternate technical concepts during bidding; and, evaluating concepts to allow contractor-led value engineering and constructability reviews.

Progress: Actively evaluating options for rewarding innovation in Design and Construction incentives by allowing reinvestment of savings on other high-priority regional needs such as safety projects. In addition, WSDOT is developing a contractual approach to allow alternate technical concepts during bidding for design-bid-build projects and evaluating options to allow contractor-led value engineering and constructability reviews after a contract is executed and before work is started.

Reform III: Develop workforce

Making a development plan and exploring cost-effective ways to work on the following: Workforce Development – staff training in best industry practices; Leadership Development and Succession Planning – preparing the right employees for future executive-level positions; retraining talent within the agency; and, Internship Programs – actively recruit interns for entry-level engineering positions.

Progress: The Develop Workforce reform team has identified and agreed upon important components of organizational and individual development. They include, but are not limited to: management training options from entry to executive-level and the development of individual training plans taking into consideration core competencies and providing guidance for expectations to improve decision-making agency-wide. The team is currently developing the strategies necessary to bring these items to fruition.

Reform IV: Increase opportunities for disadvantaged business enterprise (DBE)

Taking actions to maximize disadvantaged business enterprise participation in WSDOT projects, identifying areas and processes where reform is necessary.

Progress: DBE Executive Committee formed. Thirty-eight tasks to increase and broaden DBE participation on WSDOT and local agency contracts are underway. Most of this work will be substantially completed by July 1, 2014.

Implement programs that save money and mitigate risk

Reform V: Implement Practical Design

Implementing a new approach to developing projects that targets transportation solutions for the lowest cost; assesses all components of project design at its earliest stages; and, engages local stakeholders on defining scope to ensure their input is given at the right stage of project design.

Progress: An executive order is being drafted and outreach is being conducted to regional design and construction offices to discuss practical design implementation.

Reform VI: Strengthen quality assurance protocols for increased accountability

Creating an independent audit verification program; streamlining quality assurance guidance utilizing Lean principles; and, creating a position for a quality assurance manager to assure our quality assurance program is being effectively implemented.

Progress: Our supplemental budget request includes a new Quality Assurance management position who will report to the Secretary. This position will ensure a high level of quality across the agency. We are working with Senate staff to explain the position intent.

Reform VII: Expand and strengthen construction contracting methods and protocols

Implementing a thorough risk analysis protocol for choosing the appropriate contracting method for WSDOT projects; obtain authority for WSDOT to utilize additional contracting methods — in particular, general contractor/construction management (GCCM) method.

Progress: Working with the Legislature to draft a bill that authorizes a pilot program to implement GCCM. Draft bill language is being reviewed by staff.

Reform VIII: Implement vessel construction and maintenance improvements suggested by State Auditor's Office and develop cost-effective protocols to staff every scheduled ferry sailing

Strengthening five leading practices identified in a State Auditor's Office audit and actively preparing to recruit for 81 positions to staff up to the appropriate level.

Progress: Olympic class vessel construction is progressing well with change orders totaling less than one percent of total shipyard contract cost. SAO recommendations will be more fully addressed during future vessel construction contracts. The following highlights some of WSF's actions to address staffing challenges: directly hired Able Bodied Seaman (A/B); working with the union to start a program to assist entry level Ordinary Seaman (OS) to advance to A/B - first class in late January and March; accelerated the annual summer hiring process for OS; continued 2nd Mate Orientation & Training with a maritime training contractor to qualify mates for this summer; and, initiated discussions with the union to train and qualify terminal staff to serve on ferries when an unexpected vacancy occurs (subject to negotiations).

Establish cost-effective and efficiency measures to improve performance

Reform IX: Lean, more cost-effective operations

Removing duplicative tasks or unnecessary steps; training appropriate management staff in Lean management with a goal of identifying areas where cost savings can be gained and work can be done more efficiently.

Progress: WSDOT has initiated nearly 20 Lean projects (since 2012) to improve the effectiveness of processes and better meet customers' needs. WSDOT has been actively learning more about Lean processes and how they will help address identified issues and improve the way the agency does business. We have seven current projects being measured and five additional Lean projects underway. We are developing the structure to support continuous improvement and create a Lean culture. More focused outreach and training and the use of an employee engagement will be part of our strategy.

Reform X: Streamline tolling operations, costs and efficiencies

Reducing overhead and eliminating duplicative tasks to make tolling operations more efficient and cost effective; implementing Lean practices, reviewing contracting methods, improving toll collection efficiency and evaluating toll-facility planning.

Progress: The Toll Division is currently in negotiations with two vendors for efficiencies and cost reductions. Two further Lean initiatives are underway.